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CORRELATION BETWEEN ADMINISTRATORS' LEADERSHIP STYLES
AND TEACHERS' JOB PERFORMANCE IN
THREE AUGUSTINIAN SECONDARY
SCHOOLS IN CENTRAL LUZON: SY 1988-1989

A THESIS
PRESENTED TO
THE FACULTY OF THE GRADUATE SCHOOL OF
EDUCATION ARTS AND SCIENCES

In Partial Fulfillment
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by
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Chapter I

INTRODUCTION

In any kind of organization, the achievement of goals gets a significant emphasis. Generally speaking, such achievement is basically dependent on the performance of the personnel.]

Today's organizations face a performance crisis. The decline in the performance of both private and public sector organization has become an increasing concern for managers and to those who are interested in human performance and productivity in the work setting. Since, the human element is the largest single controllable variable, it has been suggested that if an organization is to maintain or improve its overall performance, it must improve the performance of individuals within the organization. As such, managers of organizations are faced with the problem of how to best utilize the human resources of the organization.]

X It is for this reason that the quest for the "best" route to managerial excellence has been the preoccupation of many researchers. Most researchers have focused their study on the style of leadership. According to Szilagyi (1984), leadership is the most important factor



influencing organizational performance. He says that leadership is the process of encouraging and helping others to work enthusiastically toward the objectives. It is the ultimate act that brings to success all the potentials that are in the organization and its people (Davis & Newstrom, 1985).

3 ✓ Success in organizations depends upon the appropriate behaviors and actions of leaders. It requires behaviors that unite and stimulate followers toward defined objectives in specific situations. In Likert's view, "the leadership and other processes of the organization must be such as to ensure a maximum probability that in all interactions and in all relationships within the organization, each member, in the light of his background, values, desires and expectations will view the experience as supportive and one which builds and maintains his sense of personal worth and importance."

In applying this principle, the relationship between the superior and subordinate is crucial. This relationship, as the principle specifies, should be one which is supportive and ego-building. The more often superior's behavior is ego-building rather than ego-deflating, the better will be the effect of his



behavior on organizational performance.)

In an educational system, teachers in the different tasks of imparting knowledge need the inspiring and skillful guidance of the school administrators. Hence, administrators have a crucial role to perform. They can make or unmake the school, and the degree of success the institution may attain lies very much on the type of leadership they possess. They are the moulders of educational thought and leaders of those activities which link each member of the school community. They must encourage teachers to do their work well. The greater test of leadership in school management is the positive influence on the professional competence of the teachers.

The administrators of Augustinian Schools like others are concerned with the performance of their teachers for they are considered an important element in the teaching-learning process, having the basic responsibility of translating and implementing educational objectives into functional objectives and valuable learning experiences for children and youth. Together with them, the management hope to carry out the objectives of the school in the best possible ways and to render quality educational service to its clientele.



The attainment of these objectives lies on the hand of the administrators who could influence their teachers to quality performance.

It is in this context that administrator's leadership must be brought to the fore. It would be significant therefore to determine the extent to which the teachers' job performance related to the administrators' leadership style.

